



City of Chicago • Mayor Rahm Emanuel



# National Forum on Youth Violence Prevention

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City of Chicago Youth Violence Prevention Plan





# Message from **the Mayor**

On behalf of the City of Chicago, I thank you for your interest in our comprehensive plan to prevent youth violence. This document will serve as a blueprint for our ongoing work to create a safe future for our youth and our communities.

Today, nearly half of Chicago's murder victims are between the ages of 10 and 25. In my transition plan, I made reducing youth violence one of my administration's top priorities.

To achieve this goal, we have taken a truly multidisciplinary approach, partnering with Cook County and a broad range of civic, faith, community, business, and philanthropic leaders. Together we have launched an unprecedented collaborative effort to reduce violence, particularly among our youth. Through our initiatives, we plan to cut violence in Chicago in half by the year 2020.

I am proud of Chicago's commitment to preventing youth violence, and I am confident that this plan will play an integral role in keeping our city safe. I hope you will find this plan to be useful as you work to support youth anti-violence efforts in Chicago and elsewhere.

Thank you for helping us continue to make public safety a priority in our community. Working together, we will create a Chicago where all children can grow up in safety.

Sincerely,

Rahm Emanuel  
Mayor

# Core Team



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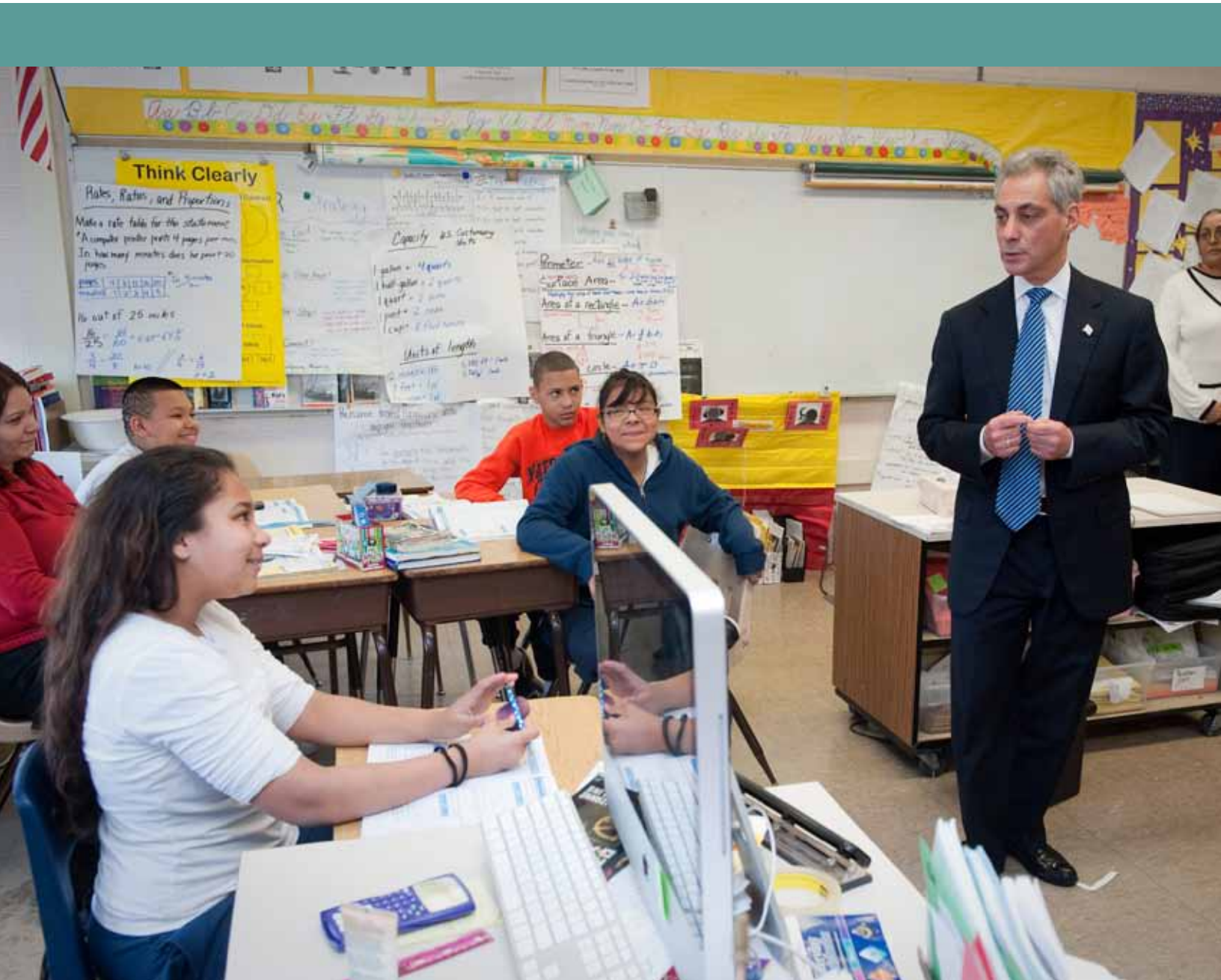
Youth Team Member, *Options Laboratory School / Little Black Pearl*

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# Foreword









# Foreword

## Vision

Our goal is to create a Chicago where all youth are safe, healthy, and educated. We will work to ensure that every young person has the strong protective factors they need to develop positively.

Through a multi-disciplinary partnership with Cook County, State of Illinois, community organizations, businesses, and others, we will cut violent crime in Chicago in half by the year 2020. Our initiatives will target the young people who are disproportionately both the victims and perpetrators of this violence.

This reduction in violence will have long-term impact because we will focus equally on stabilizing our communities. We will create an environment of peace, where violence is not accepted as a way of life.

As a result of our efforts, the Chicago region will be measurably safer, residents will feel safer, and our young people in every neighborhood will be able to grow up safely.

“If you have security, you can have anything you want.”

— Youth at Enlace



# Introduction



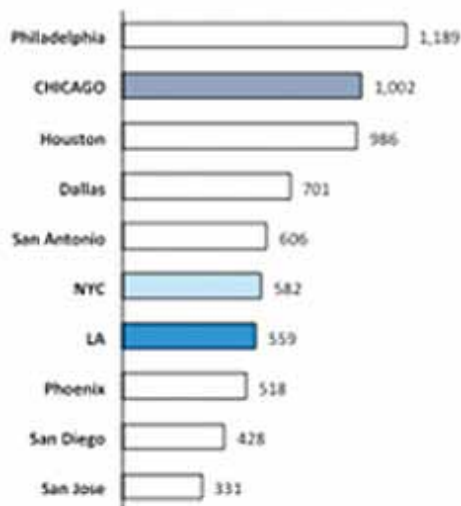
## I. Introduction

### The Problem

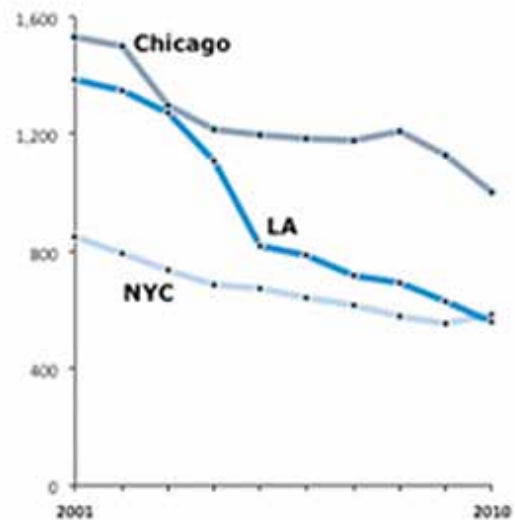
Violent crime in Chicago is at a nearly 30-year low, yet the city's rate of violence is still staggering. In 2011, 433 people in Chicago were murdered<sup>1</sup>—double to triple the murders per capita in peer cities like Los Angeles or New York City. Even one murder is too many, but these numbers show we have not been as effective as we could be in stopping violence.

#### VIOLENT CRIME PER 100,000 PEOPLE

##### LARGEST U.S. CITIES, 2010



##### TRENDS, 2001 - 2010



<sup>1</sup> Chicago Police Department CompStat, 2011 Year End.



# Introduction

This high violence rate inflicts social, emotional, and financial costs on our city. In addition to the inherent cost of lives lost and damaged, violence exacerbates almost every other public policy challenge that Chicago faces. Children who are exposed to neighborhood violence, particularly gun violence, suffer increased rates of depression, aggression, delinquency, poor school performance, and risky sexual behavior (Jenkins et al., 2009). Moreover, when the city responds to violence, we stretch our limited resources away from schools, parks, public transportation, and other pressing needs. Every year, we spend \$3.5 billion addressing violence and destabilized communities. Violence also affects the city’s population—research indicates that for every homicide, 70 people leave the city<sup>2</sup>.

Violence affects everyone in Chicago, but it is particularly devastating for our youth. In 2010, 1,109 school-aged youth were shot, and 216 of those were killed. Nearly half of Chicago’s homicide victims are young people between the ages of 10 and 25. In 2009, 65% of all violent crime arrests were of youth 25 or younger. It is impossible to discuss violence in Chicago without addressing the youth who are so often both the perpetrators and the victims of violence.

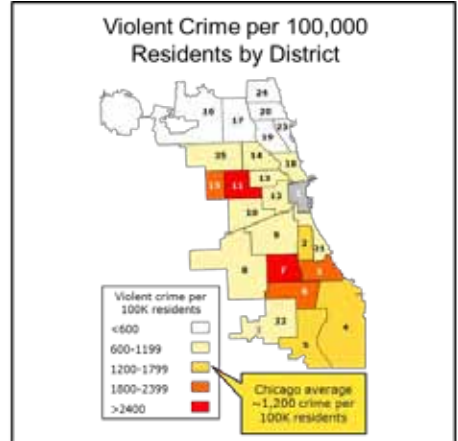
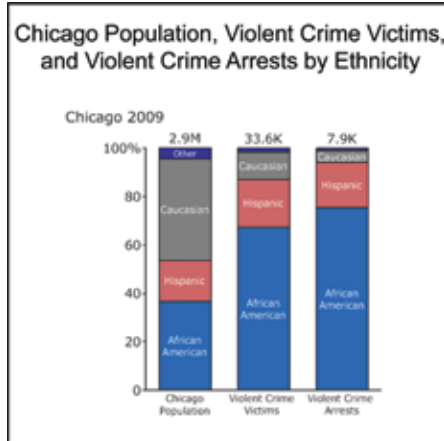
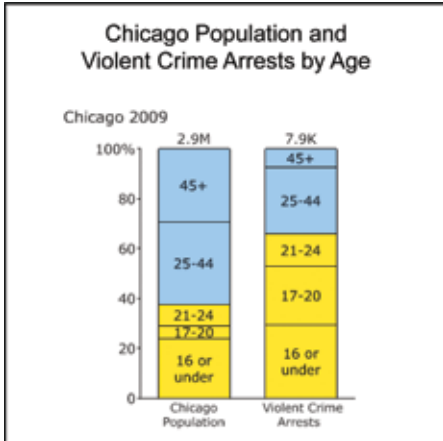
Gang-related youth violence is also uniquely problematic in Chicago. In 2008, it was estimated that 36% of all homicides stemmed from gang altercations. Chicago has more gang members than any other city in the United States—150,000 in total—and 45% of arrestees in Chicago report being a current or former gang member. While many Chicago youth self-identify as gang members, there is no system for tracking youth in gangs. Nationwide, young people constitute a significant portion of those gang members—approximately 40% of all gang members are juveniles under 18, and even more are young adults under 24. We cannot easily end the existence of gangs, but outcomes here and elsewhere have demonstrated that we can prevent the violence these gangs perpetrate and provide alternatives to gang participation.

The consequences of violence on youth are disproportionately concentrated among African-Americans in our most economically challenged neighborhoods. Violence is heavily concentrated in certain areas, particularly on the South and West sides of Chicago. In two police districts, 7 and 11, more than 2,400 violent crimes per 100,000 people are committed every year—more than twice the city’s average. These two districts alone account for 25% of the city’s violent crime.

“You don’t feel safe—every color in this city means something.”  
— Youth at Enlace

<sup>2</sup> Ludwig, Jens, and Cook Philip. “The Benefits of Reducing Gun Violence: Evidence from Contingent-Valuation Survey Data.” *Journal of Risk and Uncertainty*. 22.3 (2001): 207-26. Print.

# Introduction





# Introduction

## Our Approach

Putting an end to youth violence is one of Chicago’s top priorities. It is a priority held not only by the Mayor’s Office, but also by City agencies, Cook County, and the many businesses, organizations, and community groups that call Chicago home.

Last year, Mayor Rahm Emanuel and Cook County President Toni Preckwinkle joined together to lead an unprecedented cross-agency, cross-sector effort to address violence in the Chicago region. The partnership includes 50 leaders from government, faith, community, business, media, foundation, and research. It is expanding to neighborhood leadership, with hundreds more involved from both government and communities.

We hold as a primary tenant that youth violence is preventable. We have seen evidence of this in cities where youth violence has dropped dramatically. Neighborhoods that today take youth violence for granted are not destined to suffer from it forever. With a foundation of strong government leadership, cross-sector engagement, and data-informed strategies and evaluation, we can and will drastically reduce youth violence across Chicago.

Chicago integrates a “public health” approach for reducing violence. This approach recognizes that violence has many causes, and that we must address these causes at the individual, family, community, and society levels. At each of these levels, we take four steps: measure the violence, identify risk factors, develop and test strategies to reduce risk, and promote the strategies that are effective.<sup>3</sup>

Chicago’s youth anti-violence effort is set apart by our true commitment to multidisciplinary partnerships. Numerous government agencies in Chicago share the goal of ending youth violence, including the Chicago Police Department, Chicago Public Schools, Chicago Department of Public Health, and Chicago Department of Family and Support Services. These agencies work side by side on many initiatives and are constantly looking for new ways to build partnerships and break down barriers to communication. For example, the City has recently enlisted a pro bono legal team from some of the City’s premier law firms to find legal avenues for City agencies to share crucial youth data.

“Not just violence suppression, but violence prevention.”

— National Forum Team and Anti-Violence and Community Stabilization Leadership Group member

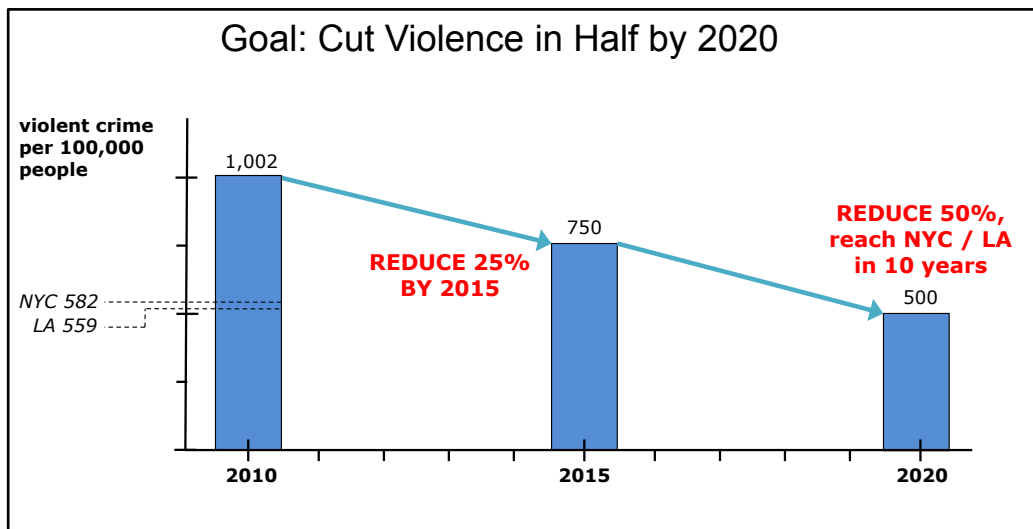
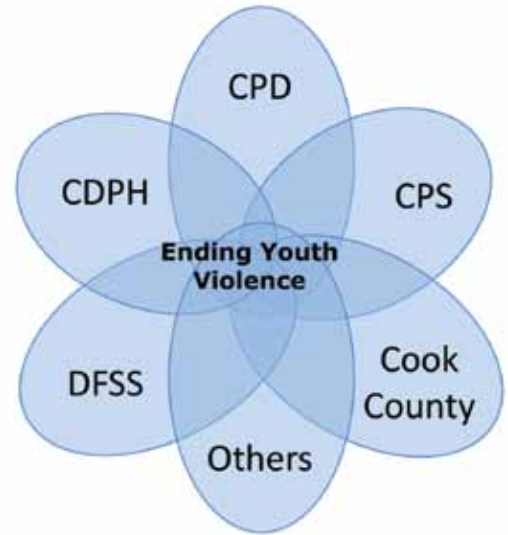
<sup>3</sup> Haegerich TM, Dahlberg LL. Violence as a public health risk. American Journal of Lifestyle Medicine. 2011;Sep/Oct, 392-406.

# Introduction



Chicago's youth anti-violence work is also uniquely cross-sector. In addition to government agencies and community organizations, Chicago's business community has stepped up to help us achieve our vision of a safer Chicago. Members of Chicago's business community have actively participated in our Leadership Group and have contributed valuable private sector expertise. A total of 13 local firms, including Bain & Company, Allstate Insurance, and Burrell Communications, have contributed pro bono resources to our anti-violence projects.

Government is, of course, not the only driving force in ending youth violence. Chicago has strong support from numerous organizations that each work to address part of the youth violence problem. The youth anti-violence effort benefits greatly from the work of organizations like Project NIA, an advocacy and research center that aims to decrease the number of Chicago youth who are incarcerated, and UCAN, a social service agency that helps prevent violence by serving the needs of youth exposed to trauma. These and countless other groups are invaluable to Chicago's approach of addressing youth violence on every front.



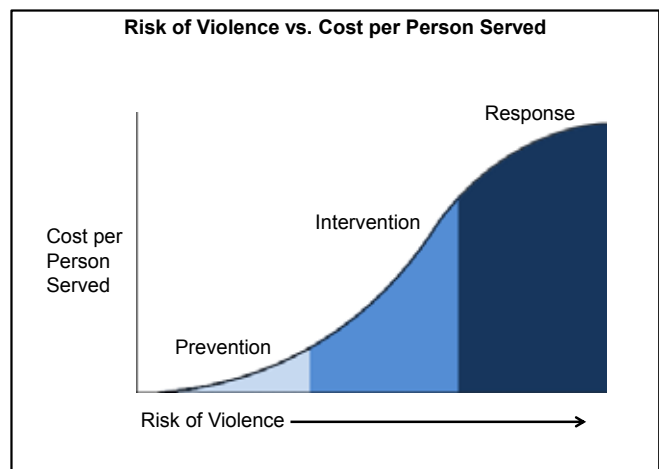
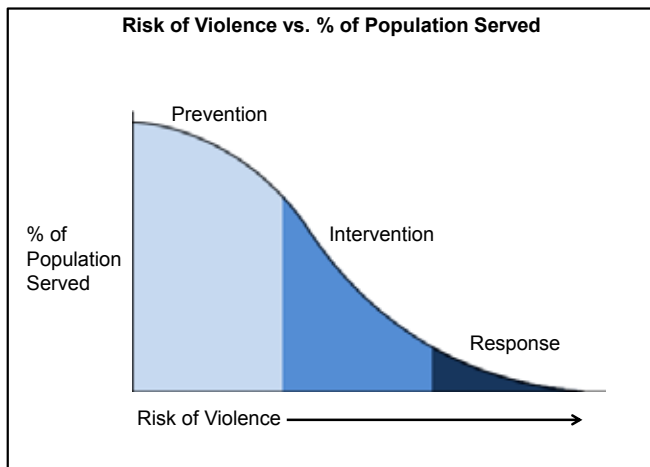


# Introduction

Chicago categorizes its youth anti-violence efforts in the buckets of Prevention, Intervention, Response. These categories are defined by the type of population each initiative serves. Our Response initiatives, which serve individuals already involved in violence, cover the Department of Justice’s categories of Enforcement and Re-entry.

Using the Prevention / Intervention / Response framework, we can think of anti-violence initiatives in terms of the number of people served by each initiative and the risk of those people becoming involved with violence. While preventative initiatives mostly reach individuals who are currently at a low risk of violence, they serve large populations at a low cost and can prevent violence from developing—similar to a vaccine in a public health scenario.

Like people who have already been exposed to a disease, people who are already at a high risk of committing violence must be served through intervening initiatives that stop this risk from materializing into violent actions. These initiatives are generally more costly and intensive than preventative initiatives, but they also serve a narrower population.



Finally, analogous to those who have a full-blown case of a disease, there are people who have already been involved in violent acts. Those who have committed violence must be contained through enforcement and then restored into society, while those who have been traumatized by it must be stabilized and supported. These services, while they are generally the most costly and intensive, address the smallest portion of the city’s population.

# Introduction



In many cases, initiatives may overlap between Prevention, Intervention, and Response, blending aspects of each. For example, Response initiatives such as Chicago Safe Start (Page 32) also work to stabilize families and prevent violence in the future.

Chicago's current violent offenders must be stopped, but it is clear that focusing primarily on Response initiatives is not a sound long-term strategy. Not only can Response initiatives only address violence after the fact, but they are also simply not cost-effective. Some Response tactics also destabilize communities, making it more difficult to prevent future violence. Long-term, we are committed to increasing our capacity for new and expanded Prevention initiatives. The earlier we can prevent violence—including by building up young people's families and communities—the more effective we will be.





# Introduction

## Our Initiatives

There are many factors that lead to youth violence, and they must be addressed in different ways. Chicago's initiatives seek to address as many of these factors as possible, using combinations of Prevention, Intervention, Enforcement, and Re-Entry strategies.

When we talk about “youth,” we typically think of older children and teenagers who may already be engaging in violence. However, the precursors to violence often begin much earlier. Those who are exposed to violence as young children or as toddlers often have problems with their psychological health, physical health, academic achievement, and behavior, all of which can be risk factors for violence<sup>4</sup>. By recognizing these children and providing them with targeted treatments, we can help prevent these risk factors. We also know that positive child-parent relationships are an important factor in preventing violence. Children who are parented appropriately are more likely to graduate from high school—which drastically reduces their chances of being involved in violence—and are less likely to be incarcerated.

“In a perfect world, we want to put probation out of business;  
we want to close the jail.”

— Anti-Violence and Community Stabilization Leadership Group member

Chicago is addressing early-childhood risk factors through programs like the Chicago Department of Public Health's Chicago Safe Start (Page 32), which educates service providers on addressing the needs of young children exposed to violence, and upcoming Home Visitation programs (Page 21), which help parents build positive relationships with their at-risk children.

We also know that good mental health, social skills, and the ability of youth to control their own behavior are major factors in preventing youth violence. Social Emotional Learning (Page 24) is a process that helps young people learn these vital emotion-management and interpersonal skills. The State of Illinois has pioneered statewide standards to address social-emotional skills. Programs such as Becoming A Man (B.A.M.) Sports Edition have also taught social-emotional skills using the model of Cognitive Behavioral Therapy, which trains young people to understand how their thoughts affect their actions.

<sup>4</sup> Finkelhor, D., Turner, H., Ormrod, R., & Hamby, S. 2009. “Violence, abuse, and crime exposure in a national sample of children and youth.” *Pediatrics*, 125(5), 1-13.

Holt, M.K., Finkelhor, D., & Kaufman Kantor, G. 2007. “Multiple victimization experiences of urban elementary school students: Associations with psychosocial functioning and academic performance.” *Child Abuse and Neglect*, 31, 503-515.

McCabe, K.M., Lucchini, S.E., Hough, R.L., Yeh, M., & Hazen, A. 2005. “The relation between violence exposure and conduct problems among adolescents: A prospective study.” *American Journal of Orthopsychiatry*, 75, 575-584.

# Introduction



Another way we are reducing youth violence is by building up neighborhoods and communities while cracking down on drug dealers and gangs. A major initiative the Chicago Police Department (CPD) is using to stop gang homicides is Gang Intervention - Violence Reduction Strategy (VRS) (Page 19), in which law enforcement, service providers, and community figures deliver a unified message to gang members to stop the violence or face a targeted and unified response from the Chicago Police Department and its Federal partners, including: Cook County State's Attorney, U.S. State's Attorney, Federal Bureau of Investigations (FBI), Drug Enforcement Agency (DEA) and others.

Another innovative strategy led by CPD and CPS is School-Based CompStat (Page 29), which brings District Commanders and School Principals together to discuss crime data and strategies for reducing violence in and around schools.

For neighborhoods to remain safe, in addition to driving out criminal behavior, we must also help build unified communities that will protect themselves and maintain long-term peace.

One initiative that works toward this goal is the CPD's SAFE Communities project, in which police work with local groups in areas being targeted for heavy enforcement, helping them create community-based strategies for maintaining safety and stability long-term. A related initiative is being led by CPS—Safe Passage / Community School Watch (Page 26) is a program in which local

community members patrol their neighborhoods to keep kids safe on their way to school.

School attendance is another factor closely related to violence prevention. Youth who attend school regularly and graduate from high school are significantly less likely to become involved in violence. However, Chicago is currently struggling to keep kids in school—38% of CPS students drop out of high school without graduating<sup>5</sup>.

To help chronically truant and out of school youth get back into school, CPS is developing an initiative to create re-engagement centers that will help families and youth re-enroll in school.

Summer programming helps keep young people out of trouble when school is out of session. To help more young people find summer activities, DFSS has launched the One Summer Chicago program (Page 22), which coordinates existing summer programs for youth, and the One Summer PLUS program, which places high-risk youth in productive summer jobs.

We also recognize that it is not too late to help young people who have already entered the criminal justice system. While these youth are at a particularly high risk for committing violence, we can reduce this risk by helping them start on a better path when they re-enter society.

<sup>5</sup> Chicago Public Schools Dropout and Graduation Rates, 1999-2011.



# Introduction

The Cook County Judicial Advisory Council employs a number of Jail Alternative and Diversion initiatives to reduce the jail population and prevent ex-offenders from committing further crimes. One of these programs is Day Reporting (Page 33), a program in which individuals (many of them youth) can report daily to participate in programming such as courses for high school credit, rather than sit in jail. For young people in Cook County who are leaving correctional facilities, the Illinois Department of Juvenile Justice is piloting an Aftercare Services program (Page 34) to help youth ex-offenders re-integrate into the community.

Finally, a key to preventing youth violence is to begin to understand more of the factors that lead to violence and the patterns that can predict violence. To help create better intervention strategies, Chapin Hall at the University of Chicago is leading a Youth Shooting Review initiative (Page 20), in which a broad panel of agencies across the city will use a data-driven approach to analyze school-age shootings in Chicago.

Together, these initiatives make up a comprehensive strategy to address youth violence. Chicago's plan makes use of all four categories of action—Prevention, Intervention, Enforcement, and Re-entry—to combat numerous factors that lead to violence. With our dedicated leadership and multi-disciplinary approach, we will use these initiatives to chip away at violence from every direction until we can call Chicago a safe place for our youth.



# Initiatives



## II. Initiatives

The following initiatives make up Chicago’s approach to ending youth violence, “Signature Initiatives” are key efforts already or soon to be underway, while “Aspirational Initiatives” are efforts still in development, requiring further planning or funding.

### Prevention

Preventing violence before it begins is the primary long-term focus of Chicago’s effort to end youth violence. When children grow up in stable families and communities that work together to reject violence, they are unlikely ever to turn to violence. We are expanding our partnerships and capacity in Prevention to keep our young people safe from violence from the very start.

Prevention is also more cost-effective than waiting for youth to commit violence. The annual cost of jailing a single juvenile at Cook County’s Juvenile Temporary Detention Center is more than quadruple the cost of a year at Harvard<sup>6</sup>. By investing in our communities now, we will avoid paying high prices—both social and fiscal—in the future.

### Signature Initiatives:

#### **GANG INTERVENTION - VIOLENCE REDUCTION STRATEGY (VRS)**

*Lead agency: Chicago Police Department*

Gang conflicts are a major source of violence in Chicago. In 2008, an estimated 36% of all Chicago homicides stemmed from gang altercations. Young people make up a large portion of these gangs. Nationwide, 40% of all gang members are juveniles under the age of 18.<sup>7</sup> The Chicago Police Department (CPD) has partnered with John Jay College to utilize a gang intervention method first demonstrated as “Operation Ceasefire” in Boston. In this approach, a partnership of law enforcement, service providers, and community figures speaks directly to a targeted group of known gang members across all active gangs in the area.



The gang members are given three messages: 1) Violence from any gang member will result in a crackdown on that entire gang; 2) Current gang activities are destroying the lives of the gang members’ neighbors; and 3) Support and alternatives are available. The next time the gang is involved in a homicide, law enforcement arrests everyone affiliated with the gang. The gang members are then brought in again, and the cycle is repeated as necessary.

CPD is currently running this type of intervention in four districts and have conducted three takedowns. While data is limited so far, there has been evidence that these interventions have been effective. On the South Side, first- and second-degree homicides went down by 18% in the eight months following the first call-in of a gang intervention. On the West Side, these homicides went down by 30% in the year and a half following the first call-in.



# Initiatives

## Signature Initiatives:

### YOUTH SHOOTING REVIEW

Lead agency: Chapin Hall

Gun violence exacts an enormous toll on Chicago’s youth. In 2010, 1,109 school-aged people were shot—an average of three per day. UCAN’s 2012 Teen Gun Survey found that young people are finding it increasingly easy to obtain a handgun. This year, 44% percent of all teens reported that they could get a handgun if they really wanted to, compared to only 34% last year. Teens are also becoming less hopeful about gun violence—among African Americans, the percent of teens who said they were hopeful the gun violence problem could be solved dropped from 73% to 57% between 2009 and 2012.<sup>8</sup>



While we know some of the factors that lead to gun violence, others are still unknown, such as hidden patterns that predict shootings or gaps in service where intervention failed.



To better understand why youth shootings happen and how to prevent them, the City is launching a Youth Shooting Review based on a model in Milwaukee. The Review will be housed at Chapin Hall, a child policy research center at the University of Chicago with a history of managing and analyzing data.

In the Review, a diverse panel from many government and non-profit agencies will share data and carefully analyze the factors leading up to specific youth shootings. The panel will use this data to recommend intervention strategies and policies to prevent future youth shootings.

<sup>6</sup> “Preckwinkle: A Harvard Education Is Cheaper Than Jailing Youth.” The Huffington Post. 10 October 2011.

<sup>7</sup> National Youth Gang Survey Analysis , Office of Juvenile Justice and Delinquency Prevention Prevention. Pre<<http://www.nationalgangcenter.gov/Survey-Analysis/Demographics>

<sup>8</sup> UCAN January 2012 Teen Gun Survey

# Initiatives



## Aspirational Initiatives:

### EVIDENCE-BASED HOME VISITING

Lead agency: Chicago Department of Public Health

One of the most cost-effective ways to help children succeed academically and avoid violence is to promote their healthy development beginning at birth. Children who are at-risk at a young age are significantly more likely to drop out of school or be arrested for a violent crime.



One of the key factors in children’s healthy development is child/parent relationships. Children who have positive relationships with their parents early in life have been shown to be less likely to develop cognitive and social emotional difficulties that can eventually lead to violence.

One model that fosters child/parent relationships for at-risk children is evidence-based home visiting. Evidence-based home visiting provides support and parenting training to low-income, first time mothers. Qualified service providers visit these mothers at home to help them learn techniques to build strong child/parent relationships..

There are currently a number of high-quality providers of evidence-based home visiting services including Nurse-Family Partnership; Health Families America; Parents and Teachers; and Early Head Start, Home Visiting Program. However, in 2010, only 7,000 children—8% of all at-risk children in Chicago—were receiving home visiting services. The Chicago Department of Public Health plans to expand the home visitation model of care so that more children can benefit from this early support.

### Other Initiatives:

- Child/parent centers
- Family case workers
- Handgun registration reform



# Initiatives

## Intervention

For young people who are already at an elevated risk of committing violence, it is vitally important to intervene before they start down a violent path. Many young people turn to violence because they lack social supports and opportunities for safe recreation; because they lack the education and career skills they need for a successful future; or because their basic needs, such as physical and mental health, are not being met. We are dedicated to providing youth with the services and support they need to overcome these obstacles and find a path to a safe and healthy life.

“When I don’t have anything to do, that’s when I get into trouble.”  
— One Summer Chicago participant

### Signature Initiatives:

#### **ONE SUMMER CHICAGO AND ONE SUMMER CHICAGO PLUS**

*Lead agency: Chicago Department of Family and Support Services*

Youth violence in Chicago typically peaks in the summer, when young people are out of school and outdoors. There are many summer activities that try to keep young people off the streets, but youth at the highest risk of violence often resist these traditional activities.

The One Summer Chicago program, led by the Chicago Department of Family and Support Services (DFSS), aims to reduce summer violence by providing youth with productive jobs. One Summer Chicago was first piloted in 2011 and served 2,800 youth in four high-crime neighborhoods.

“This program is good because it gives me something to do,” said a participant in last year’s program. “When I don’t have anything to do, that’s when I get into trouble.”

This year, One Summer Chicago will coordinate existing programs city-wide to provide more than 140,000 summer opportunities for youth. Additionally, One Summer Chicago PLUS will specifically focus on providing employment and support services for 500 high-risk youth.



# Initiatives



The agencies offering these programs will collaborate in unprecedented ways. They will use a common job application, share training for program supervisors, track common metrics together; and share branding and a website. The University of Chicago Crime Lab will help track the impact this program has on youth crime and school engagement.

“If I had a mentor when I was on the outside, I wouldn’t be here now.”

— Incarcerated youth at Illinois Youth Center





# Initiatives

## Signature Initiatives:

### **SOCIAL EMOTIONAL LEARNING / COGNITIVE BEHAVIORAL THERAPY PROGRAMS**

*Lead agency: Multiple*

Social-emotional skills are what allow people to navigate social situations, manage emotions and relationships, and control our own behavior<sup>9</sup>. Youth who have strong social-emotional skills are able to handle conflicts and anger without resorting to violence.

These skills are acquired through a process called Social Emotional Learning, or SEL. SEL helps students succeed academically, maintain good physical and mental health, and eventually become productively employed.

The State of Illinois is uniquely committed to educating all students with SEL. In 2004, the Illinois State Board of Education and the Illinois Children’s Mental Health Partnership partnered to establish statewide SEL standards for youth, including goals and performance descriptions. These standards ensure that all Illinois schools have services to help students develop strong social-emotional skills.

SEL is also taught as a part of the One Summer Chicago PLUS program (see page 22). One Summer Chicago PLUS will provide 500 high-risk youth with jobs and special programming to help them develop social-emotional skills. The Crime Lab will monitor the progress of these students to determine if their outcomes improve after this intervention.

One model that has been proven to develop social-emotional skills in young people is Cognitive Behavioral Therapy (CBT). CBT helps youth develop social-emotional skills by teaching them how to interpret social information in a way that is more productive for themselves and their environment. The model helps youth identify and fix their “thinking errors,” such as assuming that other individuals are always intentionally provoking them. Programs using the CBT approach teach youth to handle conflict peacefully with skills like self-control and conflict-resolution strategies. Students who participate in these programs often have fewer conduct problems and are less likely to be depressed.

A program that has successfully used the CBT model in Chicago is the Becoming A Man (B.A.M.) program, started in 2001 by the organization Youth Guidance. In the B.A.M. program, counselors work directly in Chicago Public Schools with groups of 7th - 10th grade boys to teach them how to positively express their anger and take responsibility for their behavior. B.A.M. is founded on the CBT model of teaching students to recognize how their thinking affects their behavior.

<sup>9</sup> The National Evaluation and Technical Assistance Center for the Education of Children and Youth Who are Neglected, Delinquent, or At-Risk



# Initiatives



In response to a program design competition from the University of Chicago Crime Lab, Youth Guidance partnered with World Sport Chicago to create B.A.M. Sports Edition, in which students participated in Olympic sport training that focused on social-emotional skills in addition to participating in B.A.M. As the winning entry, B.A.M. Sports Edition was put into 15 Chicago public schools in the 2009 - 2010 school year. During the study, the University of Chicago Crime Lab tracked participant outcomes in comparison to a control group and found that youth in B.A.M. Sports Edition were significantly less likely to be involved in violent crime significantly more engaged in school. The Crime Lab plans to publish full results from the study in the near future and launch a second, larger study in which B.A.M. will be paired with academic interventions in 40 schools.



Chicago Public Schools (CPS) is also using CBT to help young people develop social-emotional skills and recover from trauma. CPS has implemented three strategies across all schools to target different populations. Anger Coping, for 3rd through 8th graders, and Think First, for high school students, both focus on developing anger management skills. Meanwhile, Cognitive Behavioral Intervention for Trauma in Schools (CBITS) uses a CBT approach to help students 8 and older recover from post-traumatic stress disorder. These three strategies are supported by national evidence, and are beginning to show evidence of effectiveness locally.



# Initiatives

## Signature Initiative:

### SAFE PASSAGE

Lead agency: Chicago Public Schools

Youth who attend school regularly are much less likely to engage in violence. However, when students are afraid of becoming the victims of violence, it is difficult for them to attend and engage in school. After students complained that fear for their safety was affecting their ability to attend and perform well in school, Chicago Public Schools (CPS) launched Safe Passage in 2006. The program deploys community members along pre-defined safe routes to keep students safe as they travel to and from school.



Community members are responsible for monitoring designated “hot spots” for suspicious behavior and potential conflicts. They also collaborate with CPS and the Chicago Police Department, submitting daily electronic incident reports. The program gives students peace of mind in knowing that there is a positive adult presence that will allow them to get to and from school more safely.

The program has had a demonstrated impact in reducing violence on the safe routes. During the 2011 - 2012 fall period, violent incidents along safe routes during arrival and dismissal times were down 24% compared to the same period the prior year.

Safe Passage is currently implemented at 35 “focus high schools,” chosen based on crime data. CPS is currently exploring options to continue funding the program at these schools as well as doubling the program to cover 35 additional schools.



# Initiatives



## Aspirational Initiative:

### RE-ENGAGEMENT CENTERS

Lead agency: *Chicago Public Schools*

Youth who are truant or have dropped out of school are much more likely to become involved in violence. Thus it is crucial to re-engage these students in school. CPS is currently exploring the idea of creating cross-agency re-engagement centers to serve youth who are chronically truant or out of school.



While the future of this initiative depends on the legal feasibility of sharing youth data across agencies, the work put into making this program possible reflects that Chicago is committed to a multi-disciplinary approach. Currently, a pro bono team from the law firm DLA Piper is working with City agencies to create the legal groundwork for this initiative.

If developed, these centers would be a place that would welcome families and their youth who wanted to re-enroll in school. CPS would work with other agencies such as Department of Family Support and Services and the Chicago Police Department to help reach out to youth.



The re-engagement center concept is based on practices from truancy centers and supports for out of school youth that have been successful in other large cities, including Philadelphia, Boston, Portland, San Francisco, and New York.



# Initiatives

## Aspirational Initiative:

### PEACE HUB

Lead agency: UCAN

Chicago does not currently have a single, cohesive information structure for serving young people's needs. The Chicago Peace Hub, an idea currently in its infancy, would serve as such a structure. The Peace Hub would help youth more easily access local programs and make it easier for service providers to communicate with each other.

The Peace Hub would integrate City, County, and local resources to create a coordinated network for service providers. Service providers would be able to combine these resources to address each youth's individual needs. A core group of seven organizations, led by UCAN, an agency serving traumatized youth, have joined together to pilot this project.

The Peace Hub, sponsored by Boeing, will focus on youth at the onset of adolescence (7th - 9th grades). This group was chosen because early adolescence is a critical time for stopping violent and delinquent behavior before youth are too deeply affected by bad influences.



### Other Initiatives:

- School-Based Health Centers
- Illinois Childhood Trauma Coalition
- UIC Urban Youth Trauma Center
- Other partnerships on child, youth, and family trauma education and service enhancement
  - Local collaboratives on bullying, teen dating violence, and CEV prevention
  - Collaboration between CDPH and youth substance prevention providers
    - Family violence prevention initiative
  - Ongoing violence prevention education for daycare programs

# Initiatives



## Response

In situations where violence has already occurred, we believe that it is not too late to keep it from reoccurring. Young people who have been involved with violence—whether as offenders, victims, or merely bystanders—are at the most acute risk of becoming involved with violence again. By providing support to both victims of trauma as well as past offenders, we can help our most at-risk young people regain healthy lives unafflicted by violence.

### Signature Initiative:

#### **SCHOOL-BASED COMPSTAT**

*Lead Agency: Chicago Police Department, Chicago Public Schools*

CompStat is a crime fighting strategy that focuses on efficient policing and accountability to keep our communities safe. It is more than “cops on the dots”; it is about having the right resources in place in the districts to reduce crime and curb violence. The Chicago Police Department (CPD) has empowered District Commanders by giving them additional resources to deploy as they deem necessary. At weekly CompStat meetings, Command staff reviews the statistical analysis of crime, where it occurs, how often, and by whom. The data is evaluated and Commanders are held accountable for the decisions they have made and the impact it has had on crime in their districts.



In December 2011, Mayor Rahm Emanuel, Police Superintendent Garry McCarthy, and Chicago Public Schools (CPS) CEO JC Brizard announced the start of School-Based CompStat, a new joint initiative between CPD and CPS. School-Based CompStat is an innovative initiative that brings together all the partners to review and discuss in-school and school-level infraction and incident data, as well as and in relation to the violence that occurs around the school and in the surrounding community, giving our educators and CPD partners a more complete picture.

At the meetings, the District Commanders discuss crime statistics both within the schools and within a 1/2-mile radius of the schools for a 28 day time period. The School Principals highlight school statistics and successful strategies they have each used in reducing incidents and improving attendance. These meetings reinforce the strong partnership between CPD and CPS and the City, particularly between the District’s CPD Commander and School Principals on a local level.



# Initiatives

## Signature Initiative:

### **GANG SCHOOL SAFETY TEAM**

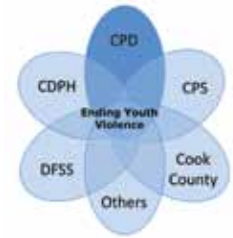
*Lead Agency: Chicago Police Department*

Once youth violence begins, it often escalates. One violent act can lead to more violence as youth seek revenge. . The Gang School Safety Team program (GSST), which launched in March 2010, prevents violence from escalating by rapidly intervening after violence occurs.

In the GSST program, whenever a young person is the victim of violence, the Chicago Police Department (CPD) works with the Chicago Public Schools (CPS) to notify the principal at the youth’s school. The GSST team looks for other students associated with the victim, such as friends or fellow gang members.

Within 24 hours, Gang Enforcement police officers go to the school and work alongside school officials to discourage the victim’s associates from participating in retaliatory violence. The GSST team also monitors social networks after a violent incident to intercept plans for retaliation.

More than 750 GSST interventions have taken place to date. The program has been shown anecdotally to prevent violent retaliations. Recently, GSST intervened in a situation where a student’s friend had just been shot. By talking the situation over with the student, the GSST team was able to calm the student down and prevent him from committing violence in revenge. Through these interventions, young people can be steered away from violence at the moment when they are most vulnerable to it.



# Initiatives

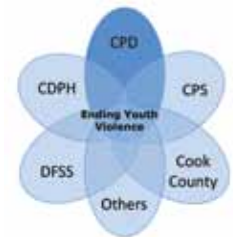


## Signature Initiative:

### SAFE COMMUNITIES

Lead agency: Chicago Police Department

The Chicago Police Department believes that when neighbors are close to each other and trust each other, they will informally take action to maintain public order and prevent crime. But not enough has been done in recent years to help people come together in neighborhoods plagued by gang activity, narcotics sales, and street violence.



The Police Department’s SAFE Communities is a program to help build collaborative networks of community stakeholders. The program intertwines community-building with focused police enforcement designed to take down narcotics operations and/or violent street gangs. While enforcement operations are taking place, the Police Department identifies and engages key community stakeholders in six categories: community-based organizations, faith-based institutions, community service providers, schools, businesses and business associations, and local elected officials.

SAFE Communities, which began in the summer of 2011, targets small “conflict zones,” and areas surrounding targets of heavy narcotics enforcement. So far, SAFE Communities has succeeded in building community collaboratives that have empowered residents to take concrete actions to support ongoing enforcement.

For example, in the aftermath of a narcotics operation in the West Town community, residents organized neighborhood clean-ups and positive loitering activities every Saturday and Sunday; residents also conduct regular conference calls to plan additional activities and keep each other informed of conditions in the community. As a result of several narcotics enforcement operations in Garfield Park, neighborhood clergy are planning weekly community improvement activities during the spring and summer that will be concentrated in the designated violence zones in that community.

The ultimate goal of the program is to help these communities learn to independently organize and maintain activities and groups that build strong communities and prevent violence from returning.





# Initiatives

## Signature Initiative:

### CHICAGO SAFE START

Lead agency: Chicago Department of Public Health

Adverse or negative experiences in early childhood can have a troubling impact on how youth grow, learn, and interact with others throughout their entire life. In particular, children who are exposed to violence at a very young age are more likely to become victims and/or perpetrators of violence later in life. These children are also more likely to have difficulty managing stressful situations, environments, and relationships.



To reduce the negative impact of violence on young children, Chicago Safe Start (CSS) was created in 2000 with funding from the U.S. Department of Justice. Led by the Chicago Department of Public Health (CDPH)'s Office of Violence Prevention, CSS focuses on Children Exposed to Violence (CEV) aged 0 – 5 years.

“We tend to focus on violent offenders, but we also need to think about the victims.”

— Anti-Violence and Community Stabilization Leadership Group member

CSS has pulled together a group of partners to raise awareness of CEV, help expand CEV services, and change systems to help children recover from exposure to violence. CSS has created materials to educate other agencies and service providers on handling CEV. For example, CSS works with the Chicago Police Department (CPD) to train officers to take notice of young children in violent situations and offer support and service referrals to their families. Recently, CDPH and CPD partnered together to receive a joint California Endowment grant to integrate CEV reporting into police information technology. With the support of this grant, police technology is being improved to make it easier to report and track CEV cases.

CSS also partners with four providers who offer clinical support to young children and their families. They are working with other collaboratives across the city to extend this clinical partnership.

Chicago is very focused on the relationship between public health and violence prevention. For example, the City's “Healthy Chicago” agenda for public health highlights violence prevention through initiatives such as Chicago Safe Start as a key public health goal. The Cook County Department of Public Health's 2015 strategic plan similarly identifies violence prevention as one of its priority health issues.

# Initiatives



## Signature Initiative:

### JAIL ALTERNATIVES AND DIVERSION

Lead agency: Cook County Judicial Advisory Council

Young people who have already entered the criminal justice system are more likely to commit acts of violence in the future. In 2008, of the people who committed homicide in Chicago (many of whom were youth), 92% had a prior arrest history. At the Cook County Jail in 2008, about half of all released returned to the jail within one year.



Cook County is using alternatives to and diversions from jail to help keep offenders from committing future crimes. One example of a jail alternative is Day Reporting. People who are awaiting trial or serving probation can be put in the Day Reporting program, where they are put on electronic monitoring and instructed to report to a Day Reporting Center daily to participate in programming.

Because this programming can include completing courses for high school credit, young people are often diverted to this program—50% of the participants are 21 or under. In addition to reducing the jail population, this program helps put offenders on a track to completing high school and thus decreasing their risk of engaging in violence.

“If I don’t have no money, I’m going back to selling drugs.”

— Incarcerated youth at the Illinois Youth Center



# Initiatives

## Signature Initiative:

### AFTERCARE SERVICES

Lead agency: Illinois Department of Juvenile Justice

Another initiative to reduce recidivism is the Aftercare Services program, piloted by the Illinois Department of Juvenile Justice (IDJJ) in Cook County. In this program, IDJJ collaborates with the community and uses its resources to help youth successfully transition out of Illinois Youth Centers and into communities.

The Aftercare program seeks to keep re-entering youth from being arrested or convicted of another crime. The program also helps support the mental health and/or substance abuse needs of reentry youth, and encourages these youth to live independently and function socially

The program engages both families and community providers during pre-release activities, while the youth is in the facility. Aftercare specialists are employed to engage these families and/or support systems by visiting their homes, participating in youth and family meetings, and helping identify services for the youth and their families. Families and community providers are part of developing each youth’s aftercare service plan.

IDJJ has a shared service agreement with state agencies that provide services to youth and families, including the Department of Children and Family Services, the Department of Human Services, and others.



“I don’t know what to do when I go back out there.”

— Incarcerated youth at the Illinois Youth Center

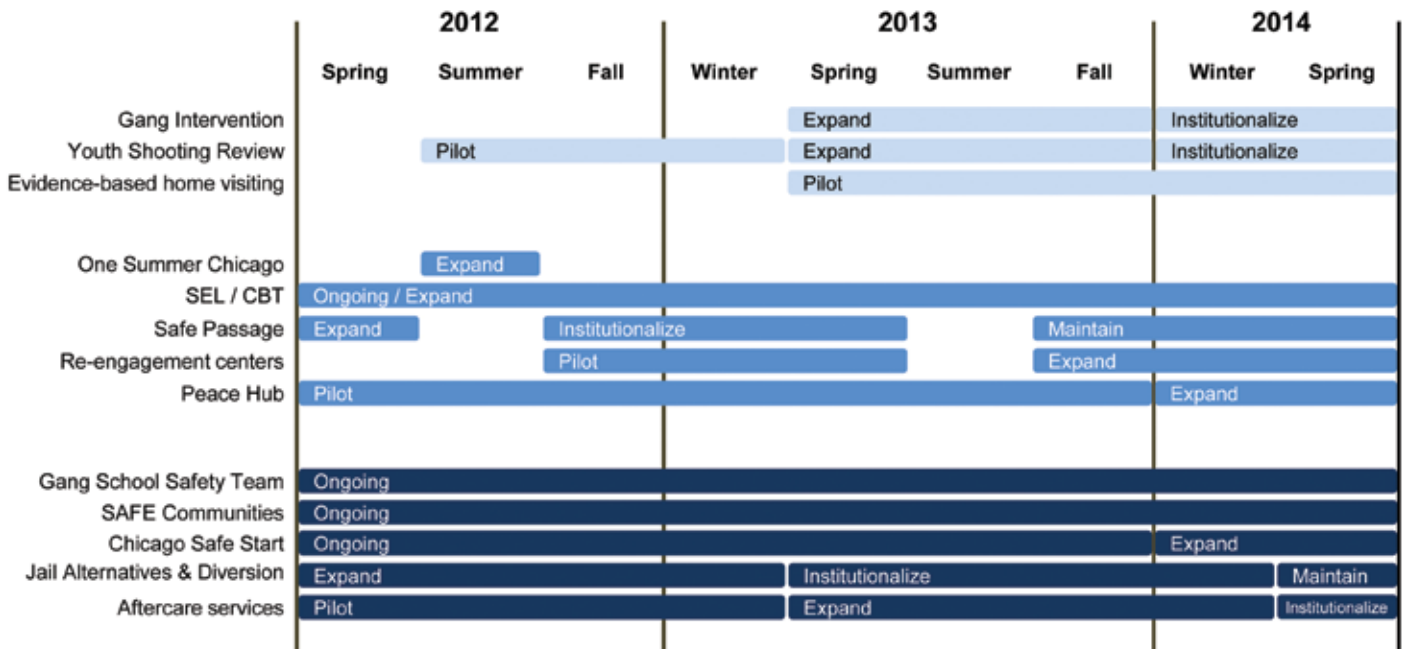
### Other Initiatives:

- Chicago Children’s Advocacy Center
- Chicago Child Trauma Center at LaRabida Hospital

# Timeline



## III. Timeline





# Governance and Accountability

## IV. Governance and Accountability

To achieve our goal of reducing violence in Chicago by 50% by 2020, it is essential that we have strong leadership across all sectors, as well as ongoing accountability for our efforts.

### Governance

Chicago's Anti-Violence and Community Stabilization effort is governed by a leadership group of Chicago's foremost government officials, community and faith leaders, businesses leaders, and policy experts. With executive leadership from Mayor Emanuel, Cook County President Preckwinkle, and Allstate C.E.O. Tom Wilson, the group comprises 52 individuals dedicated to creating measurable change in Chicago. The leadership group is guided by the following core principles:

1. Reduce violent crime and stabilize communities by focusing on critical items that have the most significant impact
  - *Take actions that will have immediate impact*
  - *Make decisions based on proven, trackable outcomes*
2. Enhance prevention and intervention with data-driven outcomes
  - *Expand programs in prevention and intervention while maintaining rigorous focus on response*
  - *Increase efficiency of current operations by reallocating within current budgets*
  - *Improve accountability and alignment of resources*
  - *Deliver services through the organization providing the best service per dollar spent*
  - *Collaborate in developing systems of transparency and accountability so that, over the long term, both government and nongovernment organizations are aligned towards common goals*
  - *Reduce government costs*
  - *Collaborate between City and County to diversify funding and share costs*
  - *Make new investments where it will support greater efficiency in the future*
  - *Utilize an inclusive leadership structure*
  - *Engage City, County, and State departments as well as community leaders; ensure sustainability of the effort*
3. Share success
  - *Maintain open communication with stakeholders and communities*
  - *Recognize outstanding performance*

The leadership group is currently developing a structure to maintain long-term anti-violence efforts, which will be articulated in the summer report.

# Governance and Accountability



“There’s one thing that’s obviously hurting in the whole system—that’s accountability and keeping stats about what’s happening where.”

— Staff member, Cook County Jail



# Governance and Accountability

## Accountability



To ensure that we are using our resources effectively to create measurable change, we are committed to sharing our data and outcomes, rigorously evaluating current initiatives, and maintaining ongoing accountability for our success.

Leadership from the City and County governments will hold primary accountability for directing the collaborative anti-violence effort going forward and ensure that this youth violence prevention plan and the broader plan set out by the leadership group continue to be implemented and tracked.

A Portfolio and Project Oversight team (PPO) will provide structure and organization among our government agencies, non-profits, and communities. The PPO, to be composed of leadership group members and resources from City and County departments, will oversee our entire portfolio of anti-violence initiatives, communicate our progress internally and externally, and equip the Mayor and County President with data to make timely decisions. The PPO will also conduct regular meetings between initiative leads and government leadership to create accountability and remove barriers to communication and decision-making.

In addition to their PPO role, as cross-sector agency heads, the leadership group will also provide accountability for their agencies' individual plans of action.

# Governance and Accountability



Another tool we are developing to promote continuity ongoing transparency is a dynamic anti-violence dashboard that will gauge collective impact, align multiple stakeholders around common goals, and instill accountability. The dashboard, which will be finalized in April, will allow us to evaluate the effectiveness of our initiatives, diagnose opportunities for improvement, and allocate resources efficiently. The indicators to be tracked on the dashboard are currently being developed with the support of a pro bono team from Allstate Insurance Company and Ernst & Young.

Last summer, Chicago Police Department (CPD) Superintendent Garry McCarthy introduced CompStat, a program from New York that analyzes crime statistics and holds Commanders accountable at weekly meetings. The CompStat program ensures ongoing accountability for results in enforcement-based initiatives.

Finally, accountability for our efforts will also be found at the community level. As an example, five faith-based organizations in the Englewood neighborhood have recently come together with the support of the City to form a central organization and point of contact for other service providers in the community. This organization is currently developing a performance management system that will allow them to track the performance of initiatives on the ground and help divert funding to programs that are showing success. This organization is a pilot of a model that can be replicated throughout the city to ensure transparency and accountability for results.

“Applying [a] data-driven approach to our schools and enhancing our work with the principals will help us better allocate our resources and keep our children safe.”

— Police Superintendent Garry McCarthy

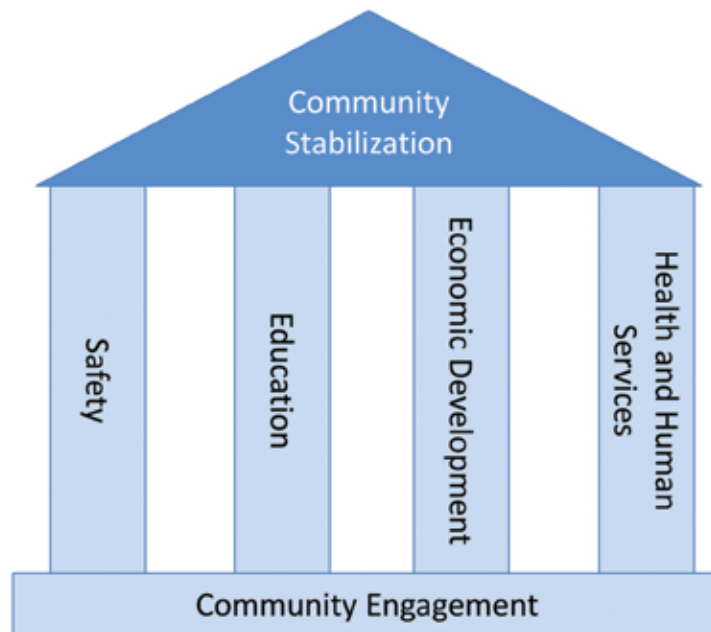




# Governance and Accountability

## V. Conclusion

Chicago’s ultimate goal in preventing youth violence is to create stable communities where violence is not perceived as either acceptable or necessary. As depicted in the image below, community stabilization is based on several factors, one of which is safety. Addressing violence as it occurs is one way to promote safety, but to truly end violence, we must address the factors that cause this violence to occur.



Our plan recognizes that just as safety is a factor in community stabilization, so are stable communities a factor in maintaining safety. Through the circular nature of this cause and effect, we aim to create strong, self-sustaining communities where violence is no longer accepted as the norm.

Our plan is also founded on the understanding that ending youth violence is too large and complicated a task for any one group to accomplish. Chicago has demonstrated a unique commitment to cross-agency, cross-government, and cross-sector collaboration, understanding that it is only through our combined efforts that we can continue to drive progress on our many initiatives.

With our strong leadership, cross-sector commitment, and infrastructure for accountability, we are confident that our initiatives will continue to grow and improve until we have achieved our goal of ending youth violence and creating stable communities where every Chicagoan can grow up in peace.



City of Chicago • Mayor Rahm Emanuel